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Secretariat

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Subject: Review of Questionnaire for Second
Federal Employee Attitude Survey (FEAS 2)

From: Charles Raben, Acting Chief *Charles Raben*
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To: IAG Committee on Personnel Management Evaluation

Last year the members of the IAG Committee on Personnel Management Evaluation were kind enough to assist OPM by reviewing a draft of the first Federal Employee Attitude Survey instrument. OPM is planning another survey this year, directed only to GS-13's and above. The new survey instrument retains many of the questions from the first survey, to permit comparisons over time. But it also includes many new items tailored to the experiences of the group being sampled and reflects the current state of implementation of CSRA. Thus, we would like to request your assistance again in reviewing the questionnaire, and helping us to determine whether the questions are clear, appropriate to the audience, and adequate to cover the subject.

There are a few details you need to know as you read the questionnaire. For the convenience of the reviewers, the questions have been grouped by subject. They will not appear in the final instrument in this sequence. Questions which have been repeated from FEAS I are marked with a "*." Those questions marked "S" will only be asked of supervisors, managers, and SES members. Most questions have five response choices, ranging from agree strongly to disagree strongly.

Unfortunately, we are operating under a very tight production schedule. Thus, we must request all comments to be in to OPM by September 2. Please send your comments to:

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If you have any questions, please feel free to call Dr. Ban at 632-5623.

Thank you for your assistance.

FEDERAL EMPLOYEE ATTITUDE SURVEY II

Review Draft 2

August 15, 1980

CSRA Evaluation Management Division

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CORE QUESTIONS

Supervisory Characteristics

- *1 My supervisor deals with subordinates well.
- *2 My supervisor handles the administrative parts of his or her job well.
- *3 My supervisor encourages subordinates to participate in important decisions.
- *4 My supervisor asks my opinion when a problem related to my work arises.
- *5 My supervisor demands that subordinates do high quality work.
- *6 My supervisor sets clear goals for me in my present job.
- *7 Supervisors here cooperate with each other for the attainment of the organization's goals.
- *8 Supervisors in this organization take the time to help marginal and unsatisfactory workers improve their performance.

Individual Motivation

Different people want different things from their work. Here is a list of things a person could have on his/her job. How important is each of the following to you?

- *9 Your chances for getting a promotion?
- *10 The amount of job security you have?
- *11 Your chances for receiving a performance award?
- *12 Getting a feeling of accomplishment from your job?
- *13 The chances you have to accomplish something worthwhile?
- *14 The friendliness of the people you work with?
- *15 The respect you receive from the people you work with?
- *16 I often think about quitting.
- *17 During this next year I will probably look for a new job. (If not, please skip the next two questions and go to question 20)
- 18 If you are planning to look for another job, will you look:
 - a. inside your agency (yes/no)
 - b. in another Federal agency (yes/no)
 - c. outside the Federal government (yes/no)

19 If I take a new job, I would do so to gain: (mark the three most important)

- | | |
|--------------------------|------------------------------------|
| 1. More responsibility | 6. More important program |
| 2. Better pay | 7. Better working conditions |
| 3. More security | 8. More convenient office or hours |
| 4. Better supervisors | 9. Better promotion opportunities |
| 5. More interesting work | 10. More congenial colleagues |

Job Characteristics

- *20 In general, I like working here.
- *21 In general, I am satisfied with my job.
- *22 All in all, I am satisfied with the work on my present job.
- *23 I am satisfied with my chances for getting a promotion.
- *24 I am satisfied with the recognition I receive for public service.
- *25 Doing my job well gives me a feeling that I've accomplished something worthwhile.
- *26 Doing my job well makes me feel good about myself as a person.
- *27 I enjoy doing my work for the personal satisfaction it gives me.
- *28 I have a great deal of say over decisions concerning my job.
- *29 I work hard on my job.
- *30 What happens to this organization is really important to me.
- *31 I have the authority I need to accomplish my work objectives.
- *32 I have too much work to do everything well.
- *33 I have to depend on the work performed by coworkers in order to get the materials or information I need to do my work.

Organizational Characteristics

- *34 In this organization it is often unclear who has the formal authority to make a decision.
- *35, In this organization authority is clearly delegated.
- *36 It takes too long to get decisions made in this organization.
- *37 Overall, this organization is effective in accomplishing its objectives.

*38 This organization is responsive to the public interest.

*39 Employees here feel you can't trust this organization.

40 I feel I can trust this organization.

*41 It's really not possible to change things around here.

*42 New employees in this organization are well qualified to perform their jobs.

*43 Because of the problems that exist between groups, I feel a lot of pressure on the job.

*44 Coordination among work groups is good in this organization.

*45 In this organization, competition between work groups creates problems in getting the work done.

Pay Satisfaction

*46 All in all, I am satisfied with my pay.

*47 Considering the skills and effort I put into my work, I am very satisfied with my pay.

Organizational Referent

Many of the items in this survey asked you about your organization. Which of the following did you generally think of when you read the term organization? (Mark only one).

*48 ☐ Agency (such as VA) or Department (such as Treasury or Army)

☐ A major component within a Department (such as the Internal Revenue Service which is a part of Treasury, or Air Force Logistics Command which is part of Air Force)

☐ A bureau or division within an agency

☐ A field installation or activity (such as a VA hospital or an Army base)

☐ Your immediate office or section

STAFFING SERVICES

Supervisory Probationary Period

- S1 Have you served or are you serving in a probationary period for a supervisory or managerial position (non-SES)?
- S2 Are you now or have you been the immediate supervisor of an employee serving in such a probationary period?

In your experience, do employees serving in supervisory/management probationary periods receive:

- S3 Supervisory/management training. (yes/no/don't know)
- S4 Adequate guidance on improving their performance. (yes/no/don't know)
- S5 Periodic performance evaluations. (yes/no/don't know)
- 6 I think the probationary period for new supervisors and managers (non-SES) will improve the quality of supervision and management in this organization.

Competitive Examining

- S7 My personnel office has been delegated examining authority for occupations I supervise.

IF YES, please answer the next questions. IF NO or NOT SURE, please go to question 15.

Since the personnel office received delegated examining authority, what change has there been in the following areas?

- S8 The extent of my (or my staff's) involvement in developing ranking criteria for hiring new employees. somewhat increased, no change, somewhat decreased, greatly decreased)
- S9 The extent of my (or my staff's) involvement in evaluation the qualifications of job candidates.
- S10 The speed with which vacancies are filled.
- S11 The quality of available candidates.
- S12 The quality of individuals selected.
- S13 My satisfaction with the personnel office.

- S14 I find that the examining function takes more of my time than its worth.
- S15 I would like to become personally involved (or continue to be involved) in developing ranking criteria or evaluating the qualifications of job candidates?
- S16 I would like to assign my staff to develop ranking criteria or evaluate the qualifications of job candidates.

(Note: To be answered only by those who manage or supervise bargaining unit employees directly or indirectly.)

S1 How familiar are you with the Federal labor relations program operating under the Civil Service Reform Act of 1978?

very familiar
somewhat familiar
not too familiar
not familiar at all

S2 The union and management work together to solve problems in my organization.

S3 Based on my experience, working with the union often imposes delays that are harmful to the effective functioning of this organization.

S4 The union is effective in protecting the rights and interests of employees.

S5 Decisions arrived at jointly by union and management generally work out better for the organization than decisions arrived at by management alone.

S6 When it comes to personnel policies and practices, the union can be counted on to oppose any management move.

S7 Before I make a decision which affects bargaining unit employees, I try to anticipate how the union will react to it.

Always to Never

S8 If an employee charged me with a violation of the labor agreement, how helpful would the labor relations staff in your agency be?

Very helpful
Somewhat helpful
Not very helpful
Not at all helpful
Don't know

S9 How familiar are you with the provisions of the negotiated agreement covering the bargaining unit employees you manage/supervise?

very familiar
somewhat familiar
not too familiar
not at all familiar

S10 Have you received training on the statutory Federal labor relations program since January 1, 1979?

Yes
No

S11 How satisfied are you with the training you received?

Very satisfied
Somewhat satisfied
Not too satisfied
Not satisfied at all

AFFIRMATIVE ACTION-EEO

Hiring

- 1 There are enough qualified women and minority candidates to fill executive/managerial positions.

Repeal of Mandatory Retirement

- 2 Repeal of the mandatory retirement age of 70 has decreased job opportunities for women and minorities.
- 3 Repeal of the mandatory retirement age of 70 has decreased promotional opportunities for younger employees.
- 4 When do you plan to retire?
 - a. Within the next year
 - b. Within the next 2 to 3 years
 - c. Within the next 4 to 5 years
 - d. Within the next 6 to 10 years
 - e. More than 10 years
 - f. Not sure
- 5 I have changed my retirement plans because of the repeal of the mandatory retirement age.

Importance of EEO

- S6 Top management takes an active interest in the racial, ethnic, and gender composition of my staff.
- S7 My performance in ensuring adequate representation of women and minorities is important to my supervisor.
- S8 When filling a vacancy, I take into account the racial, ethnic, and gender composition of my staff.

Discrimination

- *9 Compared to other employees hired or promoted into Senior Executive positions, minorities in this agency are:
- Much less qualified
Less qualified
As qualified
More qualified
Much more qualified
- *10 Compared to other employees hired or promoted into Senior Executive positions, women in this agency are:
- *11 Compared to older employees, younger employees are treated:
- Much worse
Worse
About the same
Better
Much better
- *12 Compared to other employees, handicapped persons are treated:
- *13 Compared to male employees, female employees are treated:
- *14 Compared to other employees, minority employees are treated:
- 15 Recently, in this agency, women and minorities have often been selected over better qualified non-minority/male candidates.

EMPLOYEE RELATIONS AND WHISTLEBLOWER PROVISIONS

- *1 When an employee continues to perform his/her job poorly, supervisors here will take the appropriate corrective action.
- 2 Downgrading or removing poor performers in this organization is avoided because of the work that is required.
- *3 This organization moves its marginal and unsatisfactory workers to positions where they can be ignored.
- *4 In general, performance-based disciplinary actions taken in this organization are fair and justified.
- *5 I will be given more routine work or less work if I perform my job poorly.
- *6 In this organization, it is unclear what has to be done to remove or demote an employee for unacceptable performance.
- *7 Personnel actions rewarding employees for good performance are avoided in my agency because of the paperwork that is required.
- S8 If I wanted to take action against an employee who performs poorly, I would know what to do or whom to contact for assistance.
- S9 Compared to before Civil Service Reform (i.e., before January 1979), how much time is required to take actions against employees who perform poorly?
 - a. Takes more time now
 - b. Takes slightly more time now
 - c. Takes about the same time now
 - d. Takes slightly less time now
 - e. Takes less time now
 - f. Don't know
- S10 Compared to before Civil Service Reform, how complicated is it to take actions against employees who perform poorly?
 - a. More complicated now
 - b. Slightly more complicated now
 - c. About the same as before
 - d. Slightly less complicated now
 - e. Less complicated now
 - f. Don't know
- *11 I am not afraid to "blow the whistle" on things I find wrong with my organization.
- 12 I am confident that my organization would not take action against me if I were to bring cases of inefficiency or waste to the attention of the media or Congress.
- *13 I am confident that my supervisor would not take action against me if I were to bring cases of inefficiencies or waste to his/her attention.

PRODUCTIVITY

Productivity Improvement

- 1 Alternative work schedules (e.g., flexitime, compressed work weeks) tend to hinder productivity in this organization.
- 2 Inflexible rules (e.g., personnel and budgeting limitations) are a significant barrier to productivity in this organization.
- 3 I feel that performance appraisals contribute to improved productivity in this organization.

Good Performance Contingencies

- *3 How likely is it that you will be promoted or given a better job if you perform your job especially well?
- *4 How likely is it that your own hard work will lead to recognition as a good performer?
- *5 How likely is it that you will get a cash award or unscheduled pay increase if you perform your job especially well?
- *6 How likely is it that you will have better job security if you perform your job especially well?

General Performance Contingencies

- *7 Promotions or unscheduled pay increases usually depend on how well a person performs on the job.
- *8 Under the present system, financial awards are seldom related to employee performance.
- 9 Which of the following statements represents how you feel about the relationship between your pay and your job performance.
 - 1 There is no relationship between my pay and my performance
 - 2 There is a weak relationship between my pay and my performance
 - 3 There is a moderate relationship between my pay and my performance
 - 4 There is a strong relationship between my pay and my performance
 - 5 There is a very strong relationship between my pay and my performance

Incentive Awards

Following are a list of rewards that could be used to recognize employees' job performance. To what extent would each motivate you to improve your performance?

- 10 a cash award
- 11 honorary recognition
- 12 additional annual leave
- 13 greater control over work schedule
- 14 a training opportunity

To what extent do you think each would motivate your employees to improve their performance?

- S15 a cash award
- S16 honorary recognition
- S17 additional annual leave
- S18 greater control over work schedule
- S19 a training opportunity

20 Have you received any of the following in 1980?

- a) Performance bonuses (SES only) (Yes/No/ Don't Know)
- b) Distinguished or Meritorius Rank Award (SES only)
- c) Monetary award (i.e. incentive award)
- d) Non-monetary award
- e) Other

Environmental Factors

To what extent do each of the following environmental factor hinder productivity in your organization?

- | | | |
|----|---|---|
| 21 | inadequate heat | (Not at all, to a little extent, to some extent, to a great extent, to a very great extent) |
| 22 | inadequate air conditioning | |
| 23 | high noise level | |
| 24 | inadequate lighting | |
| 25 | lack of cleanliness | |
| 26 | overcrowded office space | |
| 27 | unattractive work space | |
| 28 | The physical working environment here has a negative effect on the productivity of this organization. | |
| 29 | The physical working environment here has a negative effect on employee morale. | |

Resources

- 30 There are enough competent clerical staff in this office to enable me to accomplish my job in an efficient manner.
- 31 There are enough professional staff to accomplish my performance objectives in an efficient manner.

Productivity Measurement

- 32 In general, the productivity of organizations such as the one in which I work can be accurately measured.
- 33 The Federal Government is less productive than the private sector.
- 34 The employees in my organization work harder than comparable employees in private sector companies.

Overall Measure of Organizational Productivity

All in all, how would you rate your organization on the following:

- 35 Being innovative (seeking new/better work methods)
- 36 Doing work efficiently (at a low cost for the amount accomplished)
- 37 Providing high quality service or products
- 38 Being courteous and helpful to members of the public

Miscellaneous

- 39 To get my work done, I usually work more than 40 hours a week.
- *40 Affirmative action policies have not had an adverse impact on the overall productivity of this organization.

Usefulness of Survey

- 41 I feel that the results of surveys such as this can be used constructively by top management in this organization.
- 42 I feel that the results of this survey will not serve any useful purpose.

PERFORMANCE APPRAISAL

Performance Appraisal Outcomes

- S1 The performance appraisal process helps me monitor the effectiveness of my subordinates.
- 2 How long has it been since you last received a written performance appraisal from your present supervisor?
- ☐ Less than 6 months
 - ☐ 6 months to less than 1 year
 - ☐ 1 year to less than 2 years
 - ☐ 2 years or more
 - ☐ Never received one

- *3 Performance appraisals do influence personnel actions taken in this organization.

Accuracy of Performance Evaluations

- S4 I feel I can accurately evaluate my subordinates' performance on the job.
- *5 My performance rating presents a fair and accurate picture of my actual job performance.
- *6 There is a tendency for supervisors here to give the same performance rating regardless of how well people perform their jobs.
- *7 My supervisor and I agree on what good performance means.

Helpfulness of Performance Evaluation

In your opinion, how much did your last performance appraisal help you to:

- *8 assess your strengths and weaknesses in performing your job.
- *9 establish a plan for your training and development.
- *10 improve your performance.

Importance of Performance Appraisal

- *11 This organization considers performance appraisal to be an important part of a supervisor's duties.
- *12 My supervisor considers performance appraisal of subordinates to be an important part of his/her duties.

- 13 Performance appraisal is worth the time it takes.

Familiarity With Changes in Performance Appraisal

- 14 To the best of your knowledge, does your agency have a new performance appraisal process as a result of Civil Service Reform?

Frequency of Performance Feedback

- 15 How often do you receive feedback from your supervisor that helps you to improve your performance?
- *16 My supervisor gives me adequate information on how I am performing.

Preferred Frequency of Performance Feedback

- 17 How often would you like to receive feedback from your supervisor that helps you to improve your performance?

MERIT PAY

- 1 Have you been told by your agency that you will be under the Merit Pay System?
- 2 If YES, has your salary been adjusted under that Merit Pay System?
- 3 I have received training on Merit Pay procedures in my agency.
- 4 The training I received on Merit Pay procedures provided me with enough information so that I know how Merit Pay will affect me.
- 5 I believe the performance appraisal system for Merit Pay employees will distinguish between better and worse performers.
- 6 In principle, I think Merit Pay is a good idea.
- 6 In principle, I think Merit Pay is a good idea.

15a

SENIOR EXECUTIVE SERVICE (SES)

(Note: These questions will only be asked of SES'ers, unless otherwise stated.)

General Predisposition

- 1 The SES will create a better Federal service.
- 2 The SES will improve the operation of my agency.
- 3 The Federal government would be better off without the SES.

Performance Appraisal

- 4 My agency's Performance Review Board does a good job in reviewing performance ratings and award decisions.
- 13-15 5 My supervisor's last formal appraisal of me was accurate.
- 13-15 6 My performance objectives were developed jointly by my supervisor and me.
- 13-15 7 My performance requirements are fair when compared to the performance expectations of other executives in my organization.

Please indicate how important each of the following job factors is in your own performance rating:

- 13-15 *8 Willingness to take action against ineffective employees
- 13-15 *9 Development of your employees
- 13-15 *10 Achievement of EEO objectives
- 13-15 *11 Achievement of program objectives
- 13-15 *12 Ability to obtain resources needed to achieve program objectives

Government Ethics

- 13 The "revolving door" prohibitions of the Ethics in Government Act are a reasonable approach to preventing post-employment conflict of interest.
- 14 Passage of the "Ethics in Government Act" will make it difficult for Federal agencies to hire executives from the private sector.
- 15 The Federal government should not require its executive employees to disclose their personal finances.
- 16 The work of my agency frequently places its executives and managers in conflict of interest situations.

Pay and Bonuses

- 17 Limiting bonuses to 25 percent of the SES positions will result in giving everyone rotating bonuses regardless of performance.
- 18 Limiting bonuses to 25 percent of my agency's executives will result in healthy competition.
- 19 SES performance bonuses in this agency go primarily to "management favorites" without regard to actual performance.
- 20 SES performance bonuses in this agency go primarily to the best performers.
- 21 SES performance bonuses in this agency go primarily to executives in the higher management echelons.
- 22 SES bonuses will encourage executives to be more productive.
- 23 The procedures used to award distinguished and meritorious ranks are fair.
- 24 There are sufficient incentives to retain highly competent executives in my organization.
- 25 Due to the current salary ceiling, I am considering leaving Federal employment.
- 26 Executive pay compression makes it hard to recruit qualified SES candidates from the private sector.

Fairness of Executive Selection

- 13-15 *27 The procedures used to select people for senior executive positions are fair.
- 13-15 *28 When an individual is hired or promoted into a career senior executive position, one can feel assured that the decision was based on merit.
- 13-15 *29 Individuals are selected for senior executive positions on the basis of job performance.

- 13-15 *30 The assignment of individuals to senior executive positions in my agency is more a function of partisan politics than of any other factor.
- 13-15 *31 I understand how individuals are selected for senior executive positions in my agency.
- 13-15 *32 In my agency, individuals from outside the Federal Government are selected for senior executive positions over better qualified career civil servants.
- 13-15 33 The SES has made it easier to hire qualified women and minorities into top management positions.

Executive Development

- 13-15 *34 I am given adequate opportunity to participate in training and development programs.
- *35 Senior executives receive adequate training to improve areas in which their performance has been evaluated as less than satisfactory.
- 13-15 *36 Training that individuals in grades GS-13 and above receive helps prepare them for executive positions.
- 13-15 *37 There are adequate programs in my agency that focus on the development of future senior executives.

Executive Responsiveness to Change

- *38 Senior executives are reluctant to express opposing views to top management in this agency.

Career/Noncareer Relations

- 13-15 *39 Lack of cooperation between senior career and noncareer executives gets in the way of getting the work done.
- 13-15 *40 Political appointees in this agency respect the ability of career employees.
- 41 Noncareer executives in this agency tend to have a strong partisan political orientation.
- 42 On the whole, career executives tend to have a narrower perspective than do noncareer executives.

Executive Removal

- *43 Senior executives are removed from their positions when they perform poorly.
- *44 The procedures necessary to remove ineffective senior executives deter the initiation of such actions.

Mobility

- *45 To what extent has the internal reassignment of senior executives impaired the continuity of agency programs?
- *46 To what extent are there obstacles that impede executive mobility within your agency?
- *47 To what extent are there obstacles that make it difficult to move from one agency to another?
- 48 Assignments to other positions in this agency are primarily used as a means of broadening executive skills and expertise.
- 49 Most career executives would benefit from a temporary assignment outside their agency.
- 50 Temporary assignments (e.g., details within the agency or an assignment to state or local government) in this agency are primarily used as a means of getting rid of non-productive executives.
- 51 Temporary assignments in this agency are primarily used as a means of getting rid of executives who fall out of favor with top management.
- 13-15 52 It doesn't make much difference what agency I work for as long as I can work in my chosen profession.
- 13-15 *53 The effectiveness of Federal managers would improve if they were required to change jobs every five years.
- 54 Being an SES member will make it easier for me to find a job in another agency, if I desire it.
- 55 I have never heard of the weekly SES vacancy listing.

Individual Benefits from Executive Mobility

- 13-15 56 The out of pocket cost of geographic relocation outweighs any career benefits to me from a move.
- 13-15 *57 To what extent has your career benefited from job mobility within your agency?
- 13-15 *58 To what extent does an individual's advancement in your agency depend upon his/her willingness to change positions?

Miscellaneous

- *59 Senior executives are responsive ~~in implementing~~ top management's policy changes.
- *60 In my agency, it is difficult to attract competent personnel for senior executive positions.
- *61 A senior executive in the private sector has the same or greater responsibility as a senior executive in the Federal sector.
- 13-15 *62 Supervisors here feel their ability to manage is restricted by unnecessary rules and regulations.
- *63 I am satisfied with my chances for getting a performance award.
- *64 In general, career senior executives perform their jobs:
- much better than noncareer senior executives
 - somewhat better
 - the same as noncareer senior executives
 - somewhat worse
 - much worse than noncareer senior executives

FEAS II - Demographic Questions

1. Are you:
 - ☐ Female
 - ☐ Male
2. Are you:
 - ☐ American Indian
 - ☐ Eskimo (Alaska)
 - ☐ Aleut (Alaska)
 - ☐ Asian or Pacific Islander
 - ☐ Black
 - ☐ White
 - ☐ Other
3. Are you of:
 - ☐ Hispanic origin
 - ☐ Non-Hispanic origin
4. What is your educational level? (Indicate highest completed)
 - ☐ Elementary school (grade 1-8)
 - ☐ Some high school or some technical training
 - ☐ Graduated from high school or GED (Graduate Equivalency Degree)
 - ☐ High school degree plus technical training or apprenticeship
 - ☐ Some college
 - ☐ Graduated from college (B.A., B.S., or other bachelors degree)
 - ☐ Some graduate school
 - ☐ Graduate degree (Masters, LL.B., Ph.D., M.D., etc.)
5. How old are you?
 - ☐ Under 20
 - ☐ 20 thru 29
 - ☐ 30 thru 39
 - ☐ 40 thru 49
 - ☐ 50 thru 59
 - ☐ 60 thru 64
 - ☐ 65 and over
6. Which of the following categories is most closely related to the field of study at your highest educational level? If you have not attended college, please go to item 7.
 - ☐ Agriculture and Natural Resources
 - ☐ Architecture
 - ☐ Biological, Health and Life Sciences
 - ☐ Business and Management
 - ☐ Communication/Journalism
 - ☐ Computer Science
 - ☐ Economics
 - ☐ Education
 - ☐ Engineering
 - ☐ English
 - ☐ Fine and Applied Arts
 - ☐ Foreign Languages
 - ☐ Home Economics
 - ☐ Law
 - ☐ Law Enforcement
 - ☐ Library Science
 - ☐ Mathematics and Statistics
 - ☐ Physical Sciences
 - ☐ Psychology
 - ☐ Public Administration/Political Science
 - ☐ Sociology/Anthropology
 - ☐ Other
7. How many years have you been a Federal government employee (excluding Military service)?
 - ☐ Less than 1 year
 - ☐ 1 thru 3 years
 - ☐ 4 thru 9 years
 - ☐ 10 thru 29 years
 - ☐ 30 years and over
8. When will you be eligible to retire voluntarily? (age 55 and 30 years of service, age 60 and 20 years of service, age 62 and 5 years of service, or under early-out provisions)
 - ☐ I'm eligible now
 - ☐ 1 to 2 years
 - ☐ 3 to 5 years
 - ☐ More than 5 years

9. How many years of full-time employment have you had in the private sector?
- ☐ None
 - ☐ 1 thru 5 years
 - ☐ 6 thru 10 years
 - ☐ More than 10 years
10. How long have you worked for your present immediate supervisor?
- ☐ Less than 1 year
 - ☐ 1 thru 2 years
 - ☐ 3 thru 5 years
 - ☐ 6 thru 8 years
 - ☐ More than 8 years
11. What type of appointment are you serving under?
- ☐ Career or career conditional
 - ☐ Non-career or Schedule C
 - ☐ Time Limited
 - ☐ Other
12. What is your work schedule?
- ☐ Full-time
 - ☐ Part-time or intermittent
13. What is your daily work schedule?
- ☐ Fixed schedule (can not change hours that you start or finish work)
 - ☐ Flexitime (can choose hours that you start and finish work)
 - ☐ Compressed work week (four day week. 5-4-9 plan, etc.)
 - ☐ Don't know
14. How long have you officially been designated as a manager or supervisor?
- ☐ I am not a supervisor/manager
 - ☐ Less than 1 year
 - ☐ 1 thru 2 years
 - ☐ 3 thru 5 years
 - ☐ 6 thru 10 years
 - ☐ More than 10 years
 - ☐ I don't know if I am a supervisor/manager
15. For how many employees do you write performance appraisals? (not as second-level reviewer)
- ☐ None
 - ☐ 1 or 2
 - ☐ 3 to 9
 - ☐ 10 or more
16. Which of the following do you work for?
- ☐ Agriculture, Department of
 - ☐ Commerce, Department of
 - ☐ Defense, Office of the Secretary
 - ☐ Defense, Department of Air Force
 - ☐ Defense, Department of Army
 - ☐ Defense, Department of Navy
 - ☐ Defense, Logistics Agency
 - ☐ Defense, all other Defense Agencies (e.g. DCA, DMA, DNA)
 - ☐ Education, Department of
 - ☐ Energy, Department of
 - ☐ Environmental Protection Agency
 - ☐ Federal Communications Commission
 - ☐ Federal Deposit Insurance Corporation
 - ☐ Federal Home Loan Bank Board
 - ☐ Federal Trade Commission
 - ☐ General Services Administration
 - ☐ Health and Human Services, Department of
 - ☐ Housing and Urban Development, Department of
 - ☐ Interior, Department of
 - ☐ Interstate Commerce Commission
 - ☐ Justice, Department of
 - ☐ Labor, Department of
 - ☐ National Aeronautics and Space Administration

16. Which of the following do you work for? (cont.)
- ☐ National Labor Relations Board
 - ☐ Nuclear Regulatory Commission
 - ☐ Office of Personnel Management
 - ☐ Securities and Exchange Commission
 - ☐ State, Department of
 - ☐ Transportation, Department of
 - ☐ Treasury, Department of
 - ☐ Veterans Administration
 - ☐ Other
17. How many years have you worked in this agency? (Note: count service in a predecessor agency as continuous, e.g. HEW)
- ☐ Less than 1 year
 - ☐ 1 thru 3 years
 - ☐ 4 thru 8 years
 - ☐ 9 thru 15 years
 - ☐ More than 15 years
18. Where do you work?
- ☐ Agency headquarters
 - ☐ A field or regional installation
19. What is your pay category?
- ☐ Merit Pay (MP)
 - General Schedule and Similar
 - ☐ GS ☐ GG ☐ GW
 - Foreign Service
 - ☐ FSR ☐ FSI ☐ FSO
 - ☐ FSS
 - Veterans Administration
 - ☐ VM ☐ VN ☐ VP
 - Other
 - ☐ Ungraded position equivalent to GS-16 or above
 - ☐ Executive Level I-V
 - ☐ None of the above
20. What is your current pay grade?
- ☐ less than 13
 - ☐ 13
 - ☐ 14
 - ☐ 15
 - ☐ 16 to 18
 - ☐ SES
 - ☐ Executive Level I-III
 - ☐ Executive Level IV-V
 - ☐ Ungraded
21. How long have you been in your present grade? (or, if ungraded or in SES, at your present salary)
- ☐ Less than 1 year
 - ☐ 1 to 2 years
 - ☐ 3 to 5 years
 - ☐ 6 to 10 years
 - ☐ More than 10 years
22. In your entire civilian Federal career, how many times have you moved geographically (outside commuting area)?
- ☐ Never
 - ☐ One time
 - ☐ Two times
 - ☐ Three times
 - ☐ Four or more times
23. How many times have you moved between agencies in the last 10 years? (count different major DOD components as different agencies)
- ☐ Never
 - ☐ One
 - ☐ Two
 - ☐ Three or more

24. What is your job series number?
(such as 332 for computer
operators, 810 for civil
engineers, 2805 for electricians)